

Headquarters U. S. Air Force

Integrity - Service - Excellence

Civilian Leadership Development



U.S. AIR FORCE

**Mr. Robert E. Corsi
SAF/AA
25 Mar 2002**





AF CIVILIAN

LEADERSHIP DEVELOPMENT

Overview

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- **Creating the Vision**
- **AF Civilian Leadership Development (AFCLD)**
- **Defense Leadership and Management Program**



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Air Force Vision 2020

GLOBAL VIGILANCE, REACH, AND POWER

“We have a wonderfully dedicated civilian workforce. They are part of our team; they are Air Force.”

**-- GEN RYAN, CSAF
Nellis AFB, 06/01**

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AF CIVILIAN LEADERSHIP DEVELOPMENT

Executive Resources Board Development Panel

Charter:

- **Design a strategy for Air Force civilian leadership development and sustainment that is responsive to corporate Air Force needs**



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LEADERSHIP DEVELOPMENT ***ERB Development Panel &*** ***AF DLAMP Board***

SAF/MR	Vacant (Co-chair)
AF/DP	Mr. Roger Blanchard (Co-chair)
SAF/AA	Mr. Robert Corsi (At Large)
AF/SC	Mr. Rob Thomas (Comm-Computers)
SAF/FM	Mr. John Nethery (Financial Mgmt)
AF/IL	Ms. Sue O'Neal (Logistics, CE & Services)
AFMC/CD	Dr. J. Daniel Stewart (MAJCOM -- AFMC)
SAF/AQR	Dr. Donald Daniel (S&E)
SAF/AQC	Mr. Charlie Williams (Contracting)
AFPEO/SV	Mr. Timothy Beyland (Acquisition Mgmt)
ASC/FM	Ms. Donna Back (At Large)



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AF Corporate Vision

- **Civilian leaders who will:**
 - ✓ **Share the mantle of leadership with officer corps**
 - ✓ **Serve the AF where and when needed**
 - ✓ **Think strategically and be technically adept**
 - ✓ **Possess broad and diverse experience**

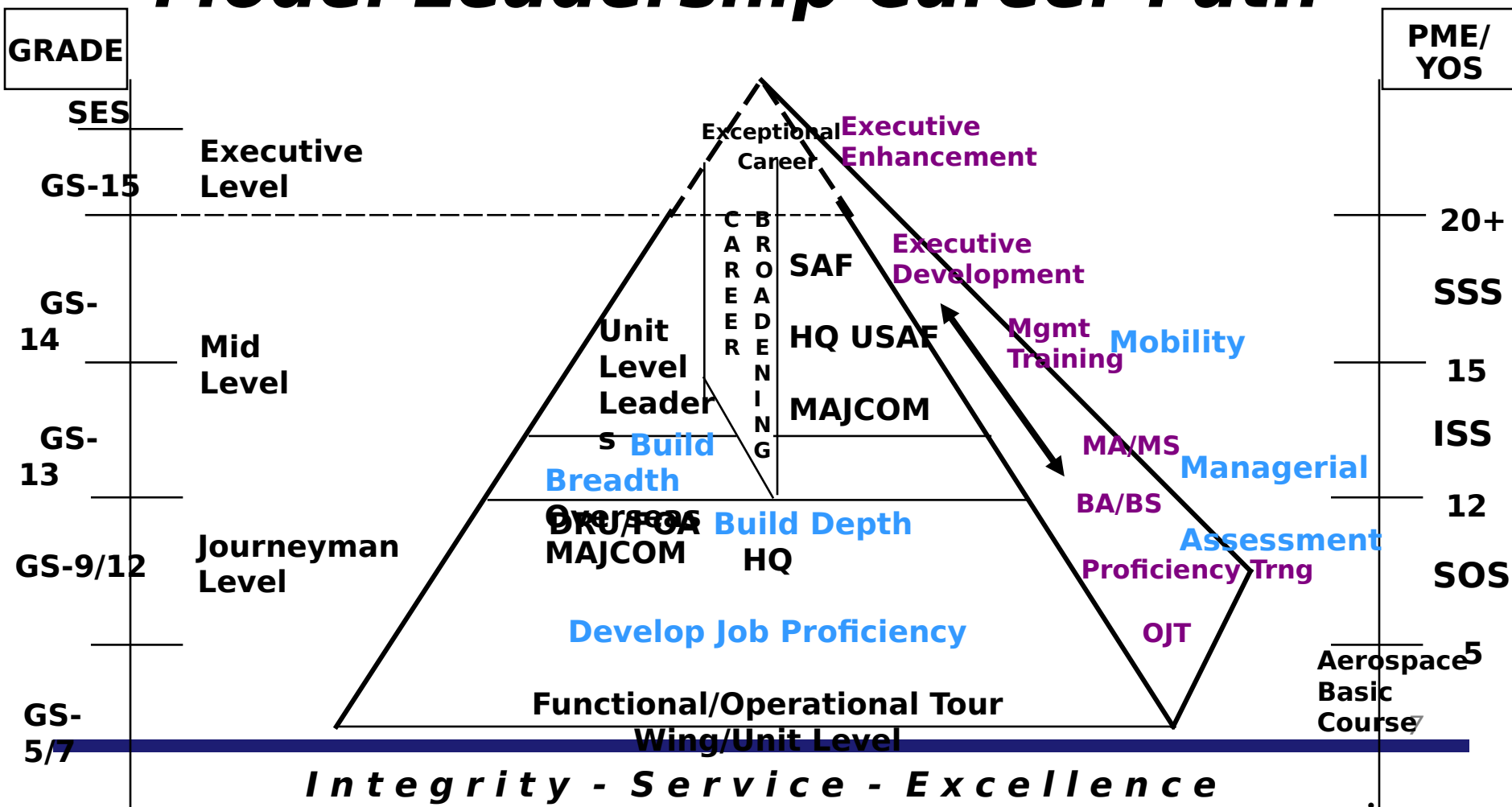


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Model Leadership Career Path

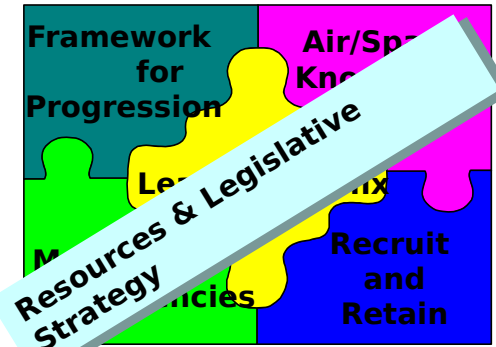




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Air Force Civilian Leadership Development Plan



Goals:

1. Utilize SES resources to achieve the *best leadership mix* for the AF.
2. Provide a well-defined *framework for progression* of AF civilian leaders to, and within, the SES.
3. Strengthen the understanding of the *AF warfighting role*.
4. *Recruit and retain* a quality workforce by providing an enabling work environment.
5. Ensure continual development of *managerial and technical competencies*.
6. Obtain necessary *legislative authority and resources* to implement the AFCLD Plan.



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Accomplishments: All Levels

- **Increased opportunities for civilian participation in PME**
 - **Air Command and Staff College**
 - **Air War College**
 - **Non-residence programs**
- **Expanded CSAF Reading List to include civilians**
- **Increased resources for implementation of AFCLD initiatives**
 - **Increase in intern program**
 - **Increase in \$\$s in FY02-07 POM for civilian leadership development, relocation bonuses, SES succession planning**
 - **Received authority to use VSIP for force shaping initiatives**



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Accomplishments: All Levels

- **Developed management of career progression through broad groupings**
 - **Designed for use in developing future leaders beyond functional stovepipes:**
 - Acquisition/Logistics General Management*
 - Science/Engineering Specialized Support*
- **Implemented AF Civilian Spouse Placement Program**
 - **Priority consideration for DoD civilian spouses of AF civilian employees who relocate to another AF position**



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Accomplishments: Mid and Executive-Level

- **Revitalized Civilian Competitive Development Program (CCDP) to:**
 - **Meet long-term leadership needs of the Air Force**
 - **Prepare high potential employees for increased responsibility and shared leadership with military**
 - **Select right person at the right time for the right training for utilization in appropriate follow-on assignments**



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LEADERSHIP DEVELOPMENT *CCDP Portfolio*

- **PME in residence (ACSC, AWC, NWC and ICAF)**
- **Experiential Programs**
 - Capitol Hill and RAND Fellowship Program
 - DoD Executive Leadership Course
 - Excellence in Government Fellows
- **Academic Programs**
 - Harvard, Princeton, Stanford and MIT
 - AF Institute of Technology (AFIT)
- **Executive Development Programs**
 - Federal Executive Institute
 - Harvard Senior Executive Fellows
 - National Security Management Course
 - Penn State and Carnegie Mellon Executive Programs
 - Civilian Advanced Management Program
 - GS14/15 Development Assignments



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Accomplishments: Mid and Executive-

- Increased resources to develop corporate perspective
 - AF Central Salary Account slots designated for:
 - PAQs and Copper Cap Interns
 - Career Broadeners
 - AF participants in PME & other long-term programs
 - GS-14/15, SES Development Assignments
- Established a GS-15 recognition program
 - Promotion ceremony
 - GS-15 logo and lapel pin



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Accomplishments: Executive-Level

- **Revised Mobility Policy**
 - **SES, GS-15, and selected GS-14 positions**
- **SES assignment tenure review**
 - **Average of 3 years with annual follow-on reviews**
- **SES compensation package tied to AF SES Tier Structure**
- **Executive-level reassignment announcements**
 - **Short announcements issued for vacancies to alert SES Corps members of opportunities**

■ **Alerts high-potential GS/GM-15s**



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Ongoing Initiatives: All levels

- **Aerospace knowledge**
 - **Continue efforts to increase PME opportunities**
 - **Aerospace Basic Course**
 - **Aerospace Power Course**
- **Pursuit of resources and legislation in support of AFCLD Plan**
 - **Civilian Personnel Management Improvement Strategy (CPMIS)**



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Ongoing Initiatives: All levels

- **Civilian Universal Competencies**
 - **Identify requirements for civilian continuum of education**
 - **Spans entry-level through executive**
- **Civilian tuition assistance program**



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Ongoing Initiatives: Mid-level

- **Whole Person Concept**
 - **Model developed with a set of distinguishing credentials**
 - ***Education***
 - ***Experience***
 - ***Performance***
 - ***Professional Development***
 - ***Managerial Competencies***
 - *Utilizes OPM Executive Core Qualifications (ECQs)*
 - **Career Programs will implement and tailor the concept to meet differing needs of the workforce**



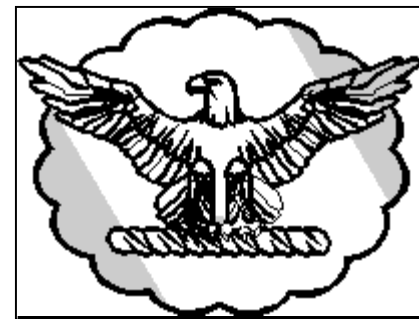
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Ongoing Initiatives: Executive-Level

- **GS-15 Executive Course**
 - All newly appointed GS-15 and equivalent
 - Course aimed to provide education on
 - Aerospace operations
 - Executive core competencies
 - Individual competency assessment



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Ongoing Initiatives: Executive-Level

- **SES Succession Planning**
 - **ERB approved succession concept for SES Corps**
 - **Identify and develop viable feeder groups**
 - **Helps identify development positions**
 - **Conduct annual survey of SES Corps**
- **SES Assessment Board**
 - **AF-wide review of corporate needs for optimal utilization of SES resources**



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What's Next for AFCLD!

- **Continued communication with the Air Force community to:**
 - **Provide strategic vision**
 - **Clarify objectives of DLAMP**
 - **Obtain feedback**
 - **Make appropriate adjustments**
- **Continued implementation of AFCLD initiatives**



AF CIVILIAN LEADERSHIP DEVELOPMENT

Conclusion

- **Civil service employees are a key element of the total force**
- **AF offers tremendous opportunity for leadership and development**
- **Leadership train may not be for everyone -- performance, dedication to mission, and loyalty apply to everyone**

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Defense Leadership and Management Program (DLAMP)



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DLAMP

Complementary Focus

- **Broader-based, mission-focused executives for AF and DoD**
- **Deliberate and systematic executive development processes**
- **Enhanced development opportunities for high-potential future leaders**

DLAMP

***AF Civilian
Leadership Dev***

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Original DLAMP

- **Eligibility:**
 - **GS-13 through GS-15 civilian employees**

- **Program Elements**
 - **Formal mentoring program**
 - **Generally 10-20 graduate courses**
 - **Senior-level PME**
 - **12-month rotational assignment**
 - **Average 6-year developmental program**



DLAMP Refocused

- **Eligibility:**
 - **GS-13 through GS-15 civilian employees**

- **Program Elements**
 - **Formal mentoring program**
 - **100 Competitive Graduate Fellowships**
 - **Senior-level PME**
 - **NDU pre-req courses for residence PME**
 - **12-month rotational assignment**

(Component Option) *Service - Excellence*



What it is...

- **A highly competitive developmental program**
- **An opportunity to prepare civil service employees for new roles in AF and DoD leadership**
- **A program with Air Force senior leadership support and commitment**
- **An opportunity for participants to enhance competitive edge for promotions**



What it is not...

- **An SES Candidate Development Program**
- **A guarantee to promotion**
- **The sole development program in the Air Force**
- **Intended to have an adverse impact on meeting mission accomplishments**



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DLAMP

Participant Data -- '97 - '01

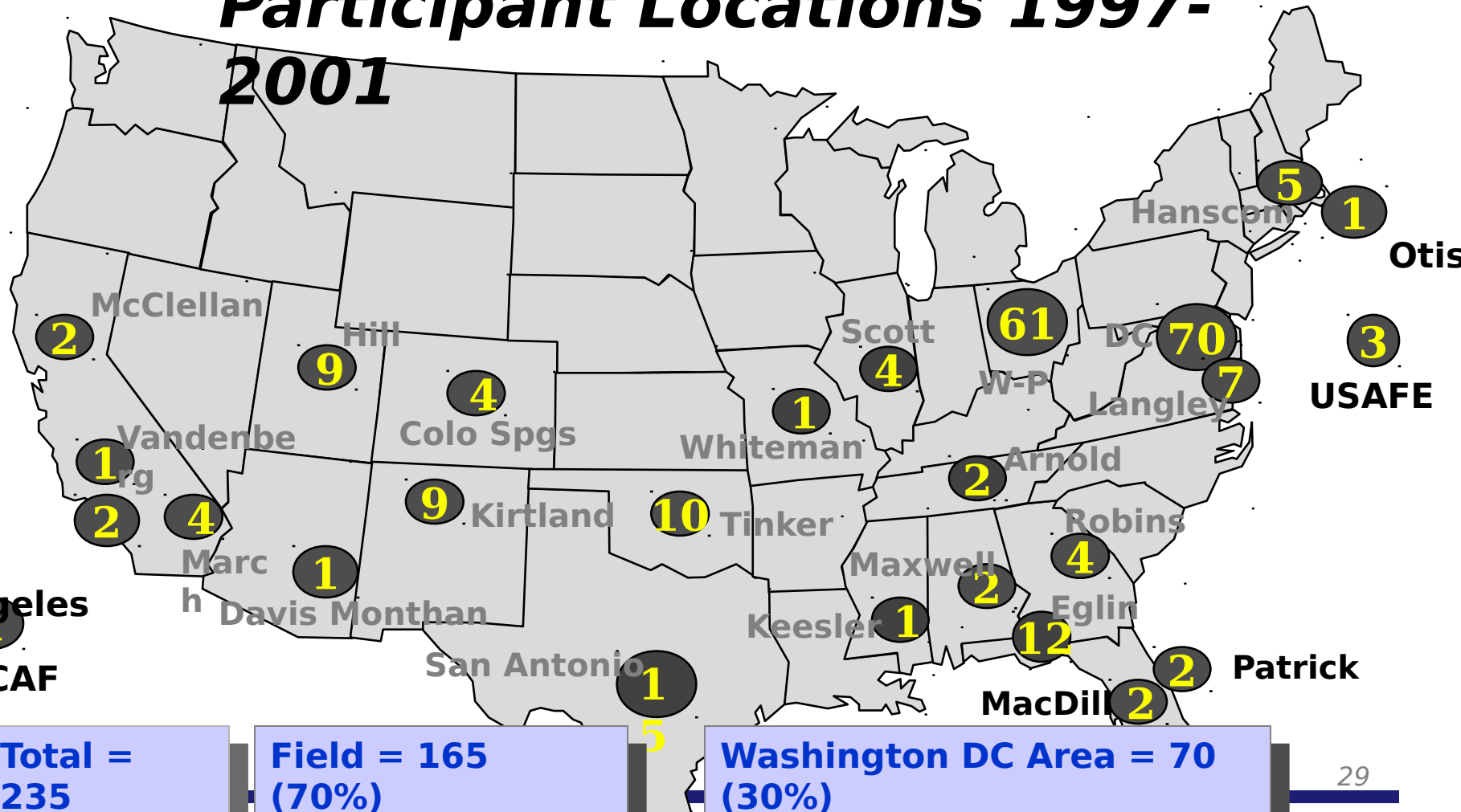
■	Current AF Participants	235
■	Selected	300
■	Promoted to SES	30
■	Transferred out of AF15	
■	Withdrew from DLAMP	14
■	Other	2
■	Graduates	4
■	Grade-level	
■	GS-15	132
■	GS-14	79
■	GS-13	24



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DLAMP

Participant Locations 1997-2001



Issues on the Table

- **Continue to optimize DLAMP opportunities**
- **Establish Leadership Development opportunities**
- **Ensure adequate funding levels for participants to accomplish program requirements**



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Conclusion

- **AF Civil Service employees are valued and essential members of the AF leadership team**
- **These initiatives are designed to increase leadership opportunities and shift development towards a systematic, deliberate management process**
- **With opportunity comes the responsibility for continual improvement and learning - “quid pro quo”**

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***I n t e g r i t y - S e r v i c e - E x c e l l e n
c e***

Back-Up Slides

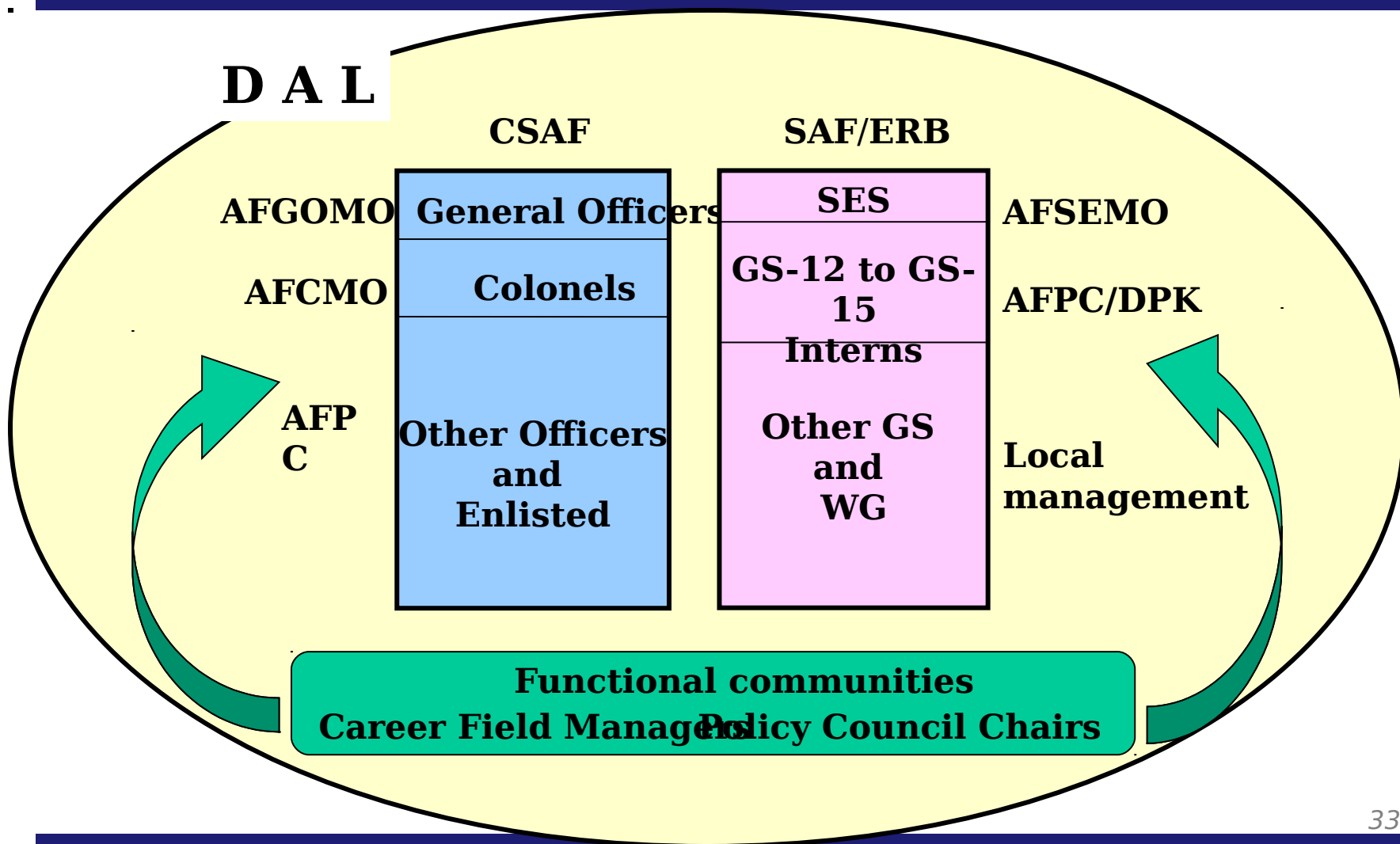


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Accomplishments: Executive- Level DEVELOPMENT

	ES-1	ES-2	ES-3	ES-4	ES-5	ES-6
DV-4 (Tier 1)				X	X	X
DV-5 (Tier 2)			X	X	X*	
DV-6 (Tier 3)		X	X	X*		
DV-6 (Tier 4)	X	X	X*			

***Generally, only after a broadening assignment**